

**GRAYS HARBOR
TRANSPORTATION AUTHORITY**

TRANSIT DEVELOPMENT PLAN
August 10, 2021



GRAYS HARBOR TRANSPORTATION AUTHORITY

***Maintenance & Operations Facility
705 30th Street
Hoquiam, Washington 98550***

***Administration Building
343 W. Wishkah St
Aberdeen, Washington 98520***

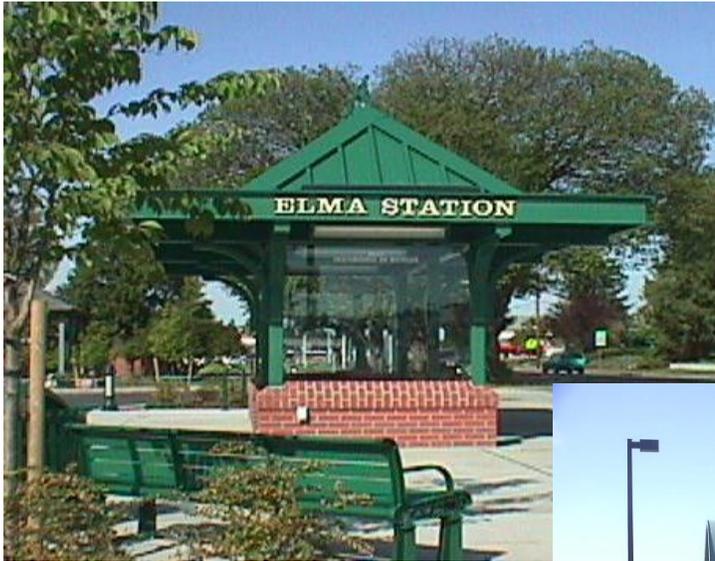
**Contact: Ken Mehin, General Manager
(360) 532-2770 or 1-800-562-9730**

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Special acknowledgement is due to Ken Mehin, General Manager (GHTA), Jean Braaten, Finance/AGM (GHTA), and Martin Best, Administrative Services Manager (GHTA) for contributions to this document.

Grays Harbor Transportation Authority



**GRAYS HARBOR TRANSPORTATION AUTHORITY
TRANSIT DEVELOPMENT PLAN**

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Plan adoption, public hearing, and distribution

Plan adoption

The Grays Harbor Transportation Authority Board of Directors adopted the 2021 Transit Development Plan on August 10, 2021.

Public participation process

Public comment period: July 27 – August 10, 2021.

Comments submitted to: mbest@ghtransit.com
Grays Harbor Transit
Administrative Services Manager
Aberdeen, WA 98520

Public hearing: Grays Harbor Transportation Authority held a public hearing on the Transit Development Plan on August 10, 2021, at 4:00 p.m. at the Grays Harbor Transit Administration, 343 W Wishkah, Aberdeen, WA 98520

Notice posted to website: Grays Harbor Transit posted a notice of the hearing on the Transit Development Plan to its website at www.ghtransit.com on July 27, 2021.

Notice published in local paper: The Daily World News published a notice of the hearing on the Transit Development Plan on July 27 and August 3, 2021.

Requests for paper or digital copies: Grays Harbor Transit allowed the public to request a paper or digital copy of the Transit Development Plan on and after July 27, 2021 by emailing www.ghtransit.com or calling (360) 532-2770.

Available to the public for review: Grays Harbor Transit allowed the public to view a copy of the draft Transit Development Plan at the Grays Harbor Transit offices, 343 W. Wishkah Street, Aberdeen, WA 98520

Plan distribution

On July 27, 2021, Grays Harbor Transit distributed the adopted Transportation Development Plan to:

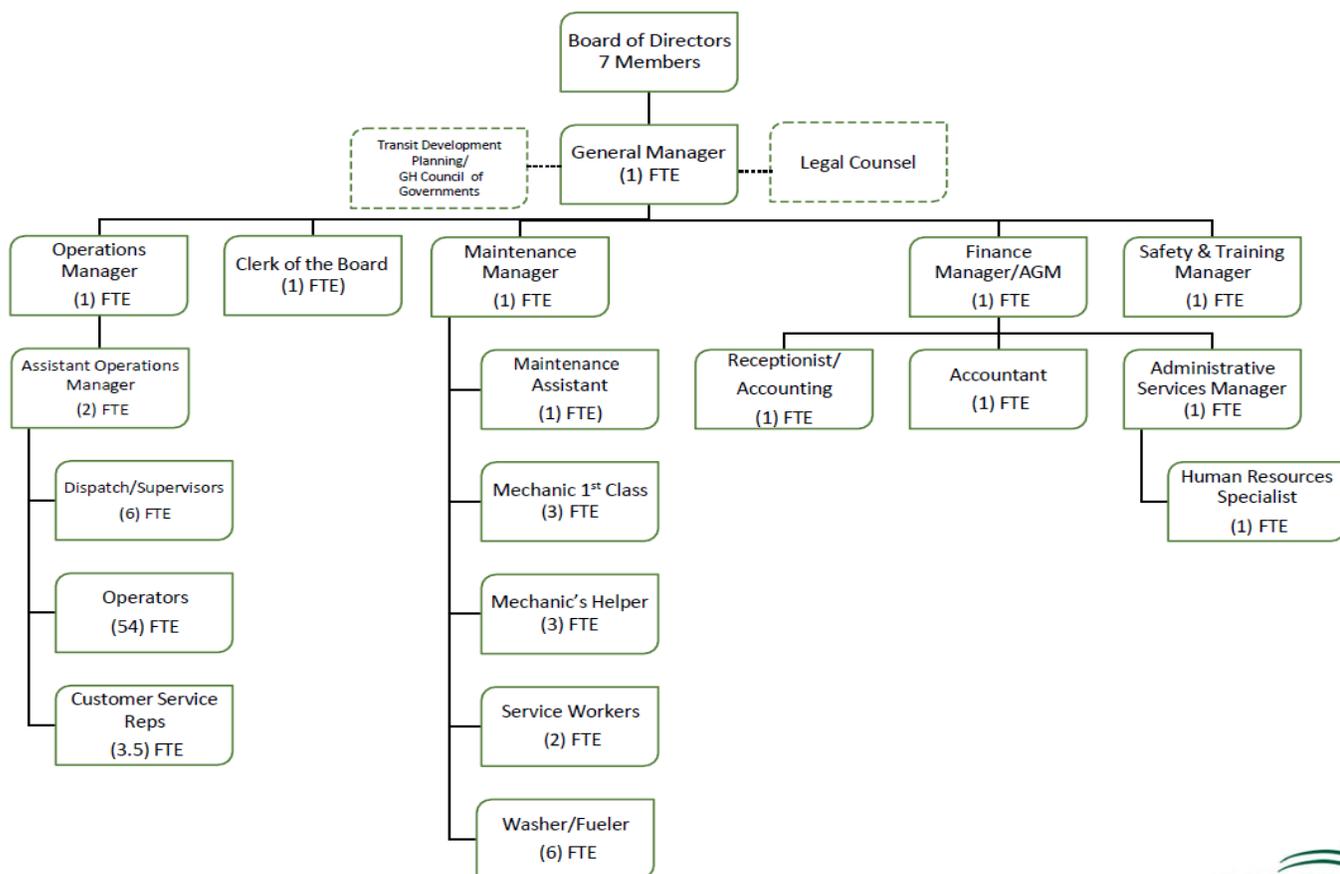
- PTDPlans@wsdot.wa.gov
- The agency's assigned [WSDOT Community Liaison](#).
- The Transportation Improvement Board via:
 - Vaughn Nelson, Finance Manager at vaughnn@tib.wa.gov.
 - Chris Workman, Engineering Manager at chrisw@tib.wa.gov.
- All cities, counties and regional transportation planning organizations within which Grays Harbor Transit operates.

Description of organization, service area, operations and facilities

Organization

Grays Harbor Transportation Authority (GHTA), also known as Grays Harbor Transit (GHT) is a County Transportation Authority (CTA), authorized under Chapter 36.57 RCW located in the southwestern portion of Washington State. Grays Harbor Transportation Authority began providing transportation services in June of 1975. Our system map shown on the prior page indicates the extent of our service area. The three Grays Harbor County Commissioners and the Mayors of Aberdeen, Ocean Shores and Elma comprise the current Board of Directors. The position held by the Mayor of Elma alternates with the Mayors from McCleary, Cosmopolis, Montesano, Oakville, or Westport. The position held by the Mayor of Ocean Shores alternates with the Mayor from Hoquiam. The Board of Directors holds public meetings monthly at the Grays Harbor Transportation Authority's Administrative Offices in Hoquiam.

Below is the table of organization for the Grays Harbor Transportation Authority:



As of December 31, 2020, the Grays Harbor Transportation Authority employed:

- 58 full time equivalents in the Operations Division
- 15 full time equivalents in the Maintenance Division
- 2 full time 2 part-time equivalents in the Customer Service Division
- 7 full time equivalents in the Administration Division

Service Area

Services are available countywide. Intercounty service is provided to Olympia and Centralia. The Authority operates ten fixed routes Monday through Friday. Prior to the COVID-19 pandemic, GHT operated eight fixed routes on Saturday and Sunday. No service on six National Holidays.

Operations

GHT provides fixed route and ADA paratransit services. The agency also operates a vanpool program. Grays Harbor Transit's system map (Figure 1, p. 5) shows where its fixed routes operate.

Normal hours of operation are 4:45a.m. - 10:15p.m. Monday through Friday; 7:10am to 9:00pm on Saturdays and Sundays. Aberdeen/Hoquiam routes operate on average 30-minute headway five days a week. Outlying routes to west county (North Beach area) operate on a 2 hour to 3-hour headway weekdays. Service to east county (Montesano, Elma) operates on 2-hour headway weekdays. North County (Quinault) service is five times daily, and south county (Westport/Grayland) service is eight times daily on weekdays.

GHT drastically cut its fixed route services due to the COVID 19 pandemic in the second quarter of 2020. GHT implemented health-related measures for its employees' and passengers' safety. Some of the measures are as follows: Fare free system, telecommuting option, Personal Protection Equipment (PPE), increased the frequency of bus cleaning, etc.

Services for Persons with Disabilities Operation

“Specialized Van Service” provides door-to-door service for people with qualified ADA disabilities, which prevents them from using regular bus services. Specialized Van Service hours of operation reflect all Fixed Route service. Specialized Van Service is available in any area up to $\frac{3}{4}$ mile of the regular fixed route service and up to 3 miles in Aberdeen, Hoquiam, and Cosmopolis. No service on the six national holidays.

Fares and Passes

The basic fare is \$1.00 per boarding within the county. \$3.00 is the fare for a trip to Olympia except from McCleary, which is \$2.00. Children 5 and under ride free. Existing fares have been in place since September 2, 2013 when fares increased from \$.50 to \$1.00.

Grays Harbor Transit's current fares are in Table 1 below:

Table 1 Fares

	Regular	Youth	Disabled
General Monthly zone 1	\$28.00	\$20.00	\$20.00
Premium General (Zone 1 & 2)	\$63.00	\$36.00	\$36.00
Token Transit Pass (Zone 2)	\$45.00		
Tickets (Strip of Ten) .50 per ticket	\$5.00		
Tickets (Strip of Ten) \$1.00 per ticket	\$10.00		

Vanpool Services Operation

By the end of 2020, there were 5 Grays Harbor Transit commuter vanpools in operation throughout Grays Harbor and into the City of Olympia.

Grays Harbor Transit staff markets the vanpool program to employers and individuals, facilitates group formation and provides defensive driver training. Vanpool groups lease the vehicles on a monthly mileage basis and operate independently.

Fares: Recovered: 85% of the operating costs.
Total Boarding's: 48,117; decrease of 47 % from 2018.

Equipment:

GHT implemented health-related equipment for its employees' and passengers' safety. GHT required the non-ADA passengers to board the coaches from the back door and made the front section of the coaches reserved for passengers in wheelchairs. GHT equipped all its coaches and buses with hand sanitizers, provided new cleaning supplies, equipment, and PPE's to all its employees, etc.

Facilities

The administrative offices of GHT were relocated to 343 W. Wishkah Street in Aberdeen, WA in May of 2020. The maintenance and operation facility is located at 705 30th Street in Hoquiam, WA on approximately 2½ acres in the industrial area of Hoquiam. The Authority operates and maintains six major transfer facilities in Aberdeen, Hoquiam, McCleary, Montesano, Ocean Shores and Elma. A park and ride lot is located in the Westport vicinity.

In the spring of 2020, GHT had its 40-year single wall Underground Fuel Storage tanks replaced with double walled units.

Intermodal Connections

Grays Harbor Transit provides services to the following public transportation facilities:

- Pacific Transit connection is made in Aberdeen by Pacific Transit.
- Jefferson Transit connection is made at Amanda Park.
- Intercity Transit, Pierce Transit
- Mason Transit
- Greyhound in downtown Olympia.
- Twin Transit
- Amtrak in Centralia.

Figure 1 Current Grays Harbor Transit Fixed Route Network



State and agency goals, objectives, and strategies

From 2021-2026, Grays Harbor Transit will focus on the five key priorities in Table 2 below. The table shows how Grays Harbor Transit’s local priorities align with state goals established in the [Washington State Transportation Plan](#).

Table 2 2021-2026 Goals, objectives, and strategies, and alignment with state goals

Goals, objectives and strategies	State goal areas ¹					
	Economic	Preservation	Safety	Mobility	Environment	Stewardship
Goal 1: Improve convenience, reliability and customer service of transit services						
Objective 1.1: Improve transit service reliability.						
<i>Strategy 1.1.1: Use of fully automated Paratransit scheduling system. This system provides efficient use of paratransit services and enhances the technical support of the entire system providing reliability and on-time performance.</i>	X			X		X
<i>Strategy 1.1.2: Adjust schedules to enhance on-time performance.</i> <i>Strategy 1.1.3 Utilize Token Transit for purchasing and using bus fares through on-line app.</i> <i>Strategy 1.1.4 Use of digital signage at transit centers for schedule info and rider alerts</i> <i>Strategy 1.1.5 GPS app for real time bus schedules and times</i>						
Objective 1.2: Provide amenities to make riding transit more comfortable and convenient to customers.			X	X		X
<i>Strategy 1.2.1 Install USB ports on all coaches</i> <i>Strategy 1.2.2 Install USB charging stations at transit centers</i>						
Objective 1.3: Improve service accessibility for non-motorized modes (e.g., bicycle, pedestrian connections)						
<i>Strategy 1.3.1: Identify non-motorized access deficiencies at existing stops and transit hubs.</i>			X	X		
<i>Strategy 1.3.2: Complete prioritized list of non-motorized access deficiencies at bus stations and transit hubs by 2025.</i>						
Goal 2: Improve operational safety and security						
Objective 2.1: Make transit vehicles and facilities a secure environment for customers.						
<i>Strategy 2.1.1: Install and maintain surveillance cameras at all transit facilities and in transit vehicles.</i>			X			

¹ The State’s six policy goals are:

- **Economic Vitality.** To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy
- **Preservation.** To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services
- **Safety.** To provide for and improve the safety and security of transportation customers and the transportation system
- **Mobility.** To improve the predictable movement of goods and people throughout Washington State
- **Environment.** To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment
- **Stewardship.** To continuously improve the quality, effectiveness, and efficiency of the transportation system

Table 2 2021-2026 Goals, objectives, and strategies, and alignment with state goals

Goals, objectives and strategies	State goal areas ¹					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
Goal 3: Enhance the integration of transit services to support the economy and preserve the environment						
Objective 3.1: Reduce fossil fuels consumption through the consideration of alternative fuel vehicle technology.						
<i>Strategy 3.1.1: Procure low-emission fuel efficient vehicles.</i>						
<i>Strategy 3.1.2: Procure alternative fuel transit vehicles and associated infrastructure to replace diesel buses as capabilities are developed.</i>					X	
Goal 4: Maximize and expand transit services						
Objective 4.1: Upgrade and maintain existing transit rolling stock, equipment, infrastructure and facilities in a state of good repair.		X	X			
<i>Strategy 4.1.1: Increase capital expenditures to meet state of good repair targets.</i>						
Objective 4.2: Match transit service coverage with passenger demand.						
<i>Strategy 4.2.1: Purchase property adjacent to ATC for future expansion.</i>	X			X		
<i>Strategy 4.2.2: Commuter study for park and ride lots along highways 12 & 8.</i>						
Objective 4.3: Improve service for key priority populations.						
<i>Strategy 4.3.1: Evaluate service coverage and route design standards to improve access for low-income, youth, aging adults and people with limited mobility.</i>				X		
<i>Strategy 4.3.2: Increase coverage in areas with high concentrations of key priority populations.</i>						
Goal 5: Meet the requirements of the Americans with Disabilities Act (ADA).						
Objective 5.1: Identify ways of containing paratransit cost increases while continuing to meet ADA requirements.						
<i>Strategy 5.1.1: Develop and implement travel training program to teach passengers with disabilities how to use fixed route service.</i>				X		X

Local performance measures and targets

Grays Harbor Transit uses the following performance measures to evaluate progress toward the strategic goals and objectives noted above:

Table 3 2021-2026 Performance measurements and targets

Performance measure	Target
On-time performance of transit vehicles	<ul style="list-style-type: none"> Fixed route, p.m. (3-6 p.m.) peak trips: 90% on time. Fixed route, a.m. peak or non-peak trips: 95% on time. Paratransit: 90% of all trips arrive within 30-minute pick-up window.
Amenities	Install shelters at the top 25% most active stops and benches at 50% of the most active stops by 2025.
Connectivity	20% of non-motorized access deficiencies at existing stops and transit hubs addressed.
Collisions	Collisions per 100,000 revenue miles less than or equal to 3.7.
Alternative fuels	Convert 10% of the existing vehicle fleet to green, environmentally friendly propulsion technologies by 2025.
Transit Productivity	<ul style="list-style-type: none"> Local route: 20 passengers/revenue hour Rural route: 4 passengers/revenue hour Paratransit: 2 passengers/revenue hour
Vehicle State of Good Repair	Maintain 80% of the rolling stock within a state of good repair.
Equipment State of Good Repair	Maintain 80% of non-revenue equipment vehicles and other equipment with greater than \$50,000 within a state of good repair.
Facility State of Good Repair	Maintain a minimum overall state of good repair of 85%.
Span of Service	Restore and Expand service hours by 2,000 hours.
Coverage	<p>The following % of demographics in service area within 0.5 mile of a transit stop:</p> <ul style="list-style-type: none"> 90% of low-income households 80% youth 85% of aging adults (ages 65+) 85% of persons with disability

Plan consistency

Grays Harbor Transit is a voting member on the Southwest Washington Regional Transportation Planning Organization. In this capacity, Grays Harbor Transit participates in policy and programming decisions for transportation projects and services. Grays Harbor Transit coordinates with other member agencies to prepare and regularly update the regional transportation plan. This coordination promotes integration between land use, public transit, and other transportation modes.

In addition, Grays Harbor Transit's programs, services, and five key priorities outlined in Table 3 above are consistent with the following goals:

- Work with other agencies and jurisdictions to coordinate a safe, accessible, and integrated system of public transportation.
- Transit Support- Encourage citizens and businesses to use transit as an alternative to the single-occupant vehicle.
- Support adequate funds for transportation systems to provide for those who, through age and/or disability, are unable to transport themselves.
- Encourage coordination among public transit service providers, and between the public transit network and the non-motorized transportation system, to promote a more integrated transportation system for those traveling by means other than a private automobile.



Planned capital expenses

Table 4 below outlines Grays Harbor Transit’s planned capital expenses for 2021-2026.

Table 4 2021-2026 Summary of planned capital expenses

Year received/expended	Type	Preservation/replacement (quantity)	Expansion/improvement (quantity)
Rolling stock			
2021	Fixed Route buses*	7	
2023	Cutaway Buses*	4	
2023	Fixed Route buses*	6	
2025	Fixed Route Buses*	4	
2025	Cutaway Buses	2	1
2026	Fixed Route buses*	4	2
2026	Cutaways Buses*	2	
Equipment			
2021			
2022			
2023			
2024			
2025			
2026			
Facilities and infrastructure			
2021	Replace fuel island canopy and pumps	1	
2021	Replace East Shop Gutters	1	
2021	Paint Transit Centers	3	
2021	Yard Improvements	1	
2022	Yard Improvements	1	
2023	Remodel Operations & Maintenance Facility	1	
2024	Purchase and Develop Park & Rides*		2
2024	Yard Improvements	1	
2025	Remodel & Expand Aberdeen Transit Center*		1
2026	Yard Improvements	1	
2026	Develop and Build New Main Facility*		1

Projects identified with an asterisk (*) in Table 4 above are either federally funded or regionally significant.

Grays Harbor Transit will coordinate with Southwest Regional Transportation Planning Organization to incorporate these into the Transportation Improvement Program.

Planned operating changes

Table 5 outlines Grays Harbor Transit’s planned operating changes for 2021-2026.

Table5 Summary of planned operating changes

	<i>PRESERVATION</i>		<i>IMPROVEMENT</i>
2021	Services:	No Change	Restore Full Services by September 2021
	Facilities:	Maintain/replace shelters. Replace fuel island canopy, pumps and yard improvement, transit center painting.	
	Equipment:	Replace Seven (7) Coaches	
2022	Services:	No Change	
	Facilities:	No change	
	Equipment:	No Change	
2023	Services:	No Change	
	Facilities:	Remodel Operations & Maintenance Facility	
	Equipment:	Replace Six (6) coaches, Four (4) Cutaway Buses	
2024	Services:	No Change	Olympia Express Service
	Facilities:	Maintain/replace shelters	Purchase and Develop Park & Rides
	Equipment:	No change	Barcode all stops
2025	Services:	No Change	
	Facilities:	Maintain/replace shelters	Remodel & Expand Aberdeen Transit Center, Develop property for express service.
	Equipment:	Replace four (4) Coaches & two (2) Cutaway Buses	One (1) Cutaway Bus
2026	Services:	No Change	Implement Hoquiam Shuttle Service
	Facilities:	Main Facility	Develop new Main Facility complex
	Equipment:	Replace 4 coaches /2 Cutaway Buses	Add two (2) coaches to support express services

Multiyear financial plan

Capital improvement program

Grays Harbor Transit’s capital improvement program includes the capital expenses identified in Table 4 above.

Grays Harbor Transit funds its capital projects with federal, state, and local funds. Grays Harbor Transit assumes local match for federal and state grants to be 20 percent for vehicles and 50 percent for pedestrian improvements. Grays Harbor Transit estimates maximum WSDOT reimbursement for vanpool at \$36,100 per van, with local funds making up the difference.

Table 6 below illustrates the approved and forecasted federal and state grant funding sources.

Table 6 2021-2026 Capital improvement program

2021 - 2026 Capital improvement program

Capital Expenditure	2021	2022	2023	2024	2025	2026
Fixed Route Heavy Duty Buses	\$3,809,748		\$3,000,000		\$2,000,000	\$3,000,000
Vanpool Vans						
Cutaway Buses			\$400,000		\$300,000	\$200,000
Bus Shelters	\$50,000					
Fuel Canopy	\$150,000					
Yard Improvement	\$400,000					
Transit Center	\$200,000					
System Preservation and Maintenance	\$294,500					
Land Purchase & Development	\$690,000	\$0	\$2,500,000	\$2,000,000	\$2,000,000	\$15,000,000
Total Capital Expenditures	\$5,594,248	\$0	\$5,900,000	\$2,000,000	\$4,300,000	\$18,200,000

Capital Revenue	2021	2022	2023	2024	2025	2026
Federal Grants	\$2,930,782		\$4,300,000	\$1,800,000	\$2,850,000	\$14,060,000
State Grants			\$780,000	\$200,000	\$760,000	\$2,000,000
Local Funds	\$2,663,466		\$820,000	\$0	\$690,000	\$2,140,000
Other						

Operating financial plan

Grays Harbor Transit is a locally funded agency.

Retail sales tax collected in the agency's county transportation area is the agency's primary revenue source. Other funding sources include rider fares, state and local grant funding, advertising, and other miscellaneous revenues.

Table 7 below details Grays Harbor Transit's operating financial plan. The plan includes operating changes identified in Table 5 above with growth in baseline costs of 2.5 percent.

Operation revenue assumptions include:

- No change in the retail sales tax rate is anticipated within the planning period.
- Growth in sales tax revenue throughout the planning period. The forecast is 4 percent in all years, based on recent trend data.
- Minimal growth in formula federal and state operating grants (1 and 2 percent annual growth, respectively).

Table 7 Operating and maintenance financial plan

OPERATING REVENUE	2021	2022	2023	2024	2025	2026
Sales Tax	\$8,950,500	\$9,878,670	\$10,273,504	\$10,787,180	\$11,326,539	\$11,879,600
Farebox	\$245,000	\$345,000	\$560,550	\$568,958	\$577,493	\$586,155
Vanpool	\$65,000	\$70,000	\$95,950	\$96,910	\$97,879	\$98,857
Sales Tax Equalization	\$1,623,215	\$1,200,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
State Operating	\$104,579	\$299,241	\$302,233	\$305,256	\$308,308	\$311,391
Federal Operating Grants	\$1,098,810	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Other	\$155,175	\$216,500	\$220,830	\$225,000	\$225,000	\$230,000
Transfers						
Total Operating Revenues	\$12,242,279	\$12,759,411	\$13,303,067	\$13,833,303	\$14,385,219	\$14,956,004
Annual % Change		4%	4%	4%	4%	4%

Operating and Maintenance Expenses	2021	2022	2023	2024	2025	2026
Fixed Route Preservation and Maintenance	\$9,231,635	\$9,462,426	\$9,698,987	\$9,941,462	\$10,189,998	\$10,444,748
Fixed Route Expand						
Demand Response Preservation and Maintenance	\$2,757,502	\$2,826,439	\$2,897,100	\$2,969,528	\$3,043,766	\$3,119,860
Demand Response Expand						
Vanpool Preservation and Maintenance	\$163,600	\$167,690	\$171,882	\$176,179	\$180,584	\$185,098
Vanpool Expand						
Total Operating Expenses	\$12,152,737	\$12,456,555	\$12,767,969	\$13,087,169	\$13,414,348	\$13,749,706

Cash flow analysis

Table 8 through Table 13 below represent Grays Harbor Transit’s cash flow analyses for 2021-2026.

Table 8 Consolidated Statements of Cash Flows

2021 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Debt Service	Total
Beginning Balance	\$3,912,394	\$4,959,833	\$4,780,167	\$166,343		\$13,818,737
Sales Tax	\$8,950,500					\$8,950,500
Farebox	\$245,000					\$245,000
Vanpool	\$65,000					\$65,000
Sales Tax Equalization	\$1,623,215					\$1,623,215
State Operating	\$104,579					\$104,579
Federal Operating Grants	\$1,098,810					\$1,098,810
Other	\$155,175					\$155,175
Transfers	(\$2,000,000)	61,434.00	\$1,938,566			\$0
Total Available	\$14,154,673	\$5,021,267	\$6,718,733	\$166,343	\$0	\$26,061,016
OPERATING EXPENSE (excludes depreciation)						
Vanpool Preservation and Maintenance	\$163,600					\$163,600
Vanpool Expansion						\$0
Fixed Route Preservation and Maintenance	\$9,231,635					\$9,231,635
Fixed Route Expansion						\$0
Demand Response Preservation and Maintenance	\$2,757,502					\$2,757,502
Demand Response Preservation and Maintenance						\$0
Total Expenses	\$12,152,737	\$0	\$0	\$0	\$0	\$12,152,737
Net Cash Available	\$2,001,936	\$5,021,267	\$6,718,733	\$166,343	\$0	\$13,908,279
CAPITAL REVENUE						
Federal Grants			2,930,782			\$2,930,782
State Grants	\$0					\$0
Other						\$0
Total Capital Revenue	\$0	\$0	\$2,930,782	\$0	\$0	\$2,930,782
Capital Obligations						
System Preservation and Maintenance		1,094,500				\$1,094,500
Fixed Route Coaches	-		3,809,748			\$3,809,748
System Expansion		690,000				\$690,000
Total Capital Obligation	-	1,784,500	3,809,748	-	-	5,594,248
Ending Cash Bal. 12/31	\$2,001,936	\$3,236,767	\$5,839,767	\$166,343	\$0	\$11,244,813

2022 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Debt Service	Total
Beginning Balance	\$2,001,936	\$3,236,767	\$5,839,767	\$166,343		\$11,244,813
Sales Tax	\$9,878,670					\$9,878,670
Farebox	\$345,000					\$345,000
Vanpool	\$70,000					\$70,000
Sales Tax Equalization	\$1,200,000					\$1,200,000
State Operating	\$299,241					\$299,241
Federal Operating Grants	\$750,000					\$750,000
Other	\$216,500					\$216,500
Transfers	\$0	-				\$0
Total Available	\$14,761,347	\$3,236,767	\$5,839,767	\$166,343	\$0	\$24,004,224
OPERATING EXPENSE (excludes depreciation)						
Vanpool Preservation and Maintenance	\$167,690					\$167,690
Vanpool Expansion						\$0
Fixed Route Preservation and Maintenance	\$9,462,426					\$9,462,426
Fixed Route Expansion						\$0
Demand Response Preservation and Maintenance	\$2,826,439					\$2,826,439
Demand Response Preservation and Maintenance						\$0
Total Expenses	\$12,456,555	\$0	\$0	\$0	\$0	\$12,456,555
Net Cash Available	\$2,304,792	\$3,236,767	\$5,839,767	\$166,343	\$0	\$11,547,669
CAPITAL REVENUE						
Federal Grants						\$0
State Grants	\$0					\$0
Other						\$0
Total Capital Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Capital Obligations						
System Preservation and Maintenance		-				-
Bus Shelters		-				-
Yard and Transit improvement		-				-
System Expansion						-
Land purchase - express service						-
Total Capital Obligation	-	-	-	-	-	-
Ending Cash Bal. 12/31	\$2,304,792	\$3,236,767	\$5,839,767	\$166,343	\$0	\$11,547,669

2023 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Debt Service	Total
Beginning Balance	\$2,304,792	\$3,236,767	\$5,839,767	\$166,343		\$11,547,669
Sales Tax	\$10,273,504					\$10,273,504
Farebox	\$560,550					\$560,550
Vanpool	\$95,950					\$95,950
Sales Tax Equalization	\$1,100,000					\$1,100,000
State Operating	\$302,233					\$302,233
Federal Operating Grants	\$750,000					\$750,000
Other	\$220,830					\$220,830
Transfers	(\$500,000)	-	\$500,000			\$0
Total Available	\$15,107,859	\$3,236,767	\$6,339,767	\$166,343	\$0	\$24,850,736
OPERATING EXPENSE (excludes depreciation)						
Vanpool Preservation and	\$171,882					\$171,882
Vanpool Expansion						\$0
Fixed Route Preservation and Maintenance	\$9,698,987					\$9,698,987
Fixed Route Expansion						\$0
Demand Response Preservation and Maintenance	\$2,897,100					\$2,897,100
Demand Response Preservation and Maintenance						\$0
Total Expenses	\$12,767,969	\$0	\$0	\$0	\$0	\$12,767,969
Net Cash Available	\$2,339,890	\$3,236,767	\$6,339,767	\$166,343	\$0	\$12,082,767
CAPITAL REVENUE						
Federal Grants		-	4,300,000			\$4,300,000
State Grants	\$0	-	780,000			\$780,000
Other						\$0
Total Capital Revenue	\$0	\$0	\$5,080,000	\$0	\$0	\$5,080,000
Capital Obligations						
System Preservation and Maintenance	-	-	2,500,000			2,500,000
Fixed Route Coaches		-	3,000,000			3,000,000
SVS Cutaway		-	400,000			400,000
Bus Shelters						-
Yard and Transit improvement						-
System Expansion						-
Land purchase - express service						-
Total Capital Obligation	-	-	5,900,000	-	-	5,900,000
Ending Cash Bal. 12/31	\$2,339,890	\$3,236,767	\$5,519,767	\$166,343	\$0	\$11,262,767

2024 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Debt Service	Total
Beginning Balance	\$2,339,890	\$3,236,767	\$5,519,767	\$166,343	\$0	\$11,262,767
Sales Tax	\$10,787,180					\$10,787,180
Farebox	\$568,958					\$568,958
Vanpool	\$96,910					\$96,910
Sales Tax Equalization	\$1,100,000					\$1,100,000
State Operating	\$305,256					\$305,256
Federal Operating Grants	\$750,000					\$750,000
Other	\$225,000					\$225,000
Transfers	(\$500,000)	500,000	\$0			\$0
Total Available	\$15,673,194	\$3,736,767	\$5,519,767	\$166,343	\$0	\$25,096,071
OPERATING EXPENSE (excludes depreciation)						
Vanpool Preservation and Maintenance	\$176,179					\$176,179
Vanpool Expansion						\$0
Fixed Route Preservation and Maintenance	\$9,941,462					\$9,941,462
Fixed Route Expansion						\$0
Demand Response Preservation and Maintenance	\$2,969,528					\$2,969,528
Demand Response Preservation and Maintenance						\$0
Total Expenses	\$13,087,169	\$0	\$0	\$0	\$0	\$13,087,169
Net Cash Available	\$2,586,025	\$3,736,767	\$5,519,767	\$166,343	\$0	\$12,008,902
CAPITAL REVENUE						
Federal Grants			1,800,000			\$1,800,000
State Grants	\$0		200,000			\$200,000
Other						\$0
Total Capital Revenue	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000
Capital Obligations						
System Preservation and Maintenance	-					-
Fixed Route Coaches						-
SVS Cutaway						-
Bus Shelters	-					-
Yard and Transit improvement						-
System Expansion			2,000,000			2,000,000
Land purchase						-
Total Capital Obligation	-	-	2,000,000	-	-	2,000,000
Ending Cash Bal. 12/31	\$2,586,025	\$3,736,767	\$5,519,767	\$166,343	\$0	\$12,008,902

2025 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Debt Service	Total
Beginning Balance	\$2,586,025	\$3,736,767	\$5,519,767	\$166,343	\$0	\$12,008,902
Sales Tax	\$11,326,539					\$11,326,539
Farebox	\$577,493					\$577,493
Vanpool	\$97,879					\$97,879
Sales Tax Equalization	\$1,100,000					\$1,100,000
State Operating	\$308,308					\$308,308
Federal Operating Grants	\$750,000					\$750,000
Other	\$225,000					\$225,000
Transfers	(\$700,000)	-	\$700,000			\$0
Total Available	\$16,271,244	\$3,736,767	\$6,219,767	\$166,343	\$0	\$26,394,121
OPERATING EXPENSE (excludes depreciation)						
Vanpool Preservation and Maintenance	\$180,584					\$180,584
Vanpool Expansion						\$0
Fixed Route Preservation and Maintenance	\$10,189,998					\$10,189,998
Fixed Route Expansion						\$0
Demand Response Preservation and Maintenance	\$3,043,766					\$3,043,766
Demand Response Preservation and Maintenance						\$0
Total Expenses	\$13,414,348	\$0	\$0	\$0	\$0	\$13,414,348
Net Cash Available	\$2,856,896	\$3,736,767	\$6,219,767	\$166,343	\$0	\$12,979,773
CAPITAL REVENUE						
Federal Grants			#####			\$2,850,000
State Grants	\$0		760,000.00			\$760,000
Other						\$0
Total Capital Revenue	\$0	\$0	\$3,610,000	\$0	\$0	\$3,610,000
Capital Obligations						
System Preservation and Maintenance	-					-
Fixed Route Coaches			2,000,000			2,000,000
SVS Cutaway			300,000			300,000
Bus Shelters	-					-
Yard and Transit improvement	-					-
System Expansion			2,000,000			2,000,000
Land purchase - express service						-
Total Capital Obligation	-	-	4,300,000	-	-	4,300,000
Ending Cash Bal. 12/31	\$2,856,896	\$3,736,767	\$5,529,767	\$166,343	\$0	\$12,289,773

2026 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Debt Service	Total
Beginning Balance	\$2,856,896	\$3,736,767	\$5,529,767	\$166,343	\$0	\$12,289,773
Sales Tax	\$11,879,600					\$11,879,600
Farebox	\$586,155					\$586,155
Vanpool	\$98,857					\$98,857
Sales Tax Equalization	\$1,100,000					\$1,100,000
State Operating	\$311,391					\$311,391
Federal Operating Grants	\$750,000					\$750,000
Other	\$230,000					\$230,000
Transfers	(\$500,000)	-	\$500,000			\$0
Total Available	\$17,312,899	\$3,736,767	\$6,029,767	\$166,343	\$0	\$27,245,776
OPERATING EXPENSE (excludes depreciation)						
Vanpool Preservation and Maintenance	\$185,098					\$185,098
Vanpool Expansion						\$0
Fixed Route Preservation and Maintenance	\$10,444,748					\$10,444,748
Fixed Route Expansion						\$0
Demand Response Preservation and Maintenance	\$3,119,860					\$3,119,860
Demand Response Preservation and Maintenance						\$0
Total Expenses	\$13,749,706	\$0	\$0	\$0	\$0	\$13,749,706
Net Cash Available	\$3,563,193	\$3,736,767	\$6,029,767	\$166,343	\$0	\$13,496,070
CAPITAL REVENUE						
Federal Grants			#####			\$14,060,000
State Grants	\$0		2,000,000.00			\$2,000,000
Other						\$0
Total Capital Revenue	\$0	\$0	\$16,060,000	\$0	\$0	\$16,060,000
Capital Obligations						
System Preservation and Maintenance	-					-
Fixed Route Coaches			3,000,000			3,000,000
SVS Cutaway			200,000			200,000
Bus Shelters	-					-
Yard and Transit improvement	-					-
System Expansion			15,000,000			15,000,000
Land purchase and development						-
Total Capital Obligation	-	-	18,200,000	-	-	18,200,000
Ending Cash Bal. 12/31	\$3,563,193	\$3,736,767	\$3,889,767	\$166,343	\$0	\$11,356,070